



# COUNTY OF LOS ANGELES

## CHIEF INFORMATION OFFICE

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To: Supervisor Don Knabe, Chairman  
Supervisor Gloria Molina, Chair Pro Tem  
Superior Yvonne Brathwaite Burke  
Supervisor Zev Yaroslavsky  
Supervisor Michael D. Antonovich

From: Jon W. Fullinwider  
Chief Information Officer

### **STATUS ON RECOMMENDATION CONCERNING E-DOCUMENTING PROJECTS**

This memo is in response to your Board's motion of August 6, 2002, instructing my office, together with the Director of Personnel and the Registrar-Recorder/County Clerk, to review various ongoing e-documenting/electronic document management system (EDMS) projects that might be used as a model(s) demonstrating opportunities for improved efficiency within the County, and to report back to you with recommendations. The following information provides a current status on our efforts to conduct a countywide assessment and develop recommendations that address opportunities for the strategic application of EDMS within the County.

As reported previously, an online survey was developed and distributed to all County departments requesting detailed information concerning EDMS projects. The survey identified departments with EDMS systems, the type of applications currently in production or in the planning stages, as well as those departments without EDMS systems but that may have business activities or needs that could be effectively addressed through deployment of EDMS technologies.

Additionally, this office met with the Chief Administrative Office (CAO) to discuss a related February 18, 2003 Board motion instructing the CAO to report back with an overall plan for maintaining and preserving County records and archives, including cost estimates. As a result of that directive, and a subsequent March 4, 2003 Board instruction to the CAO that included reviewing and revising the distribution methods of all interdepartmental correspondence, the CAO issued a four-part survey to all County departments/agencies requesting, in part, information on Records Storage and Electronic Transmission. At our meeting with the CAO, this office agreed to assume the

lead in coordinating both the August 6, 2002 and the March 4, 2003 motions as relates to addressing distribution methods for interdepartmental correspondence and County information, since there were many issues that were common to both efforts.

As reported in our previous status report, this office has now acquired the services of a consultant to assist us in formulating a County strategy, architecture and metrics for the deployment of EDMS, including reviewing the requirements under the Board's March 4, 2003 instruction to the CAO regarding interdepartmental correspondence and County information. The company selected to assist with this effort is Doculabs.

As also previously reported, the project is being conducted in the following four (4) phases, with a final report to your Board expected to be completed by March 31, 2004:

- **Phase 1: Current State Assessment (Completed)**

An in-depth data gathering exercise in which the Doculabs analyst team will gain a detailed understanding of the County's specific needs and current technology solutions. This includes understanding the County's business objectives, assessing current processes, and examining the existing infrastructure. This information will serve as the foundation for subsequent phases of the project, ensuring that Doculabs obtains a well-founded understanding of the County's needs in order to more accurately recommend a conceptual approach for meeting its future state and to recommend the most appropriate strategies.

- **Phase 2: Future State Definition and Conceptual Design (In Progress)**

Based on Doculabs' assessment of the County's current state, the consultant will develop high-level recommendations and a conceptual design for the County's future-state environment at the enterprise level. This high-level conceptual design is intended to help County departments better understand the key components and interdependencies of the EDMS environment.

- **Phase 3: High-Level Deployment Strategy and Tactical Planning**

In this phase, Doculabs will outline the sequencing and the interdependencies of various tactical projects and activities that will be required to move forward with the County's enterprise EDMS strategy.

More specifically, Doculabs will create a high-level deployment strategy or roadmap that identifies the major initiatives in support of the County's business requirements and ideal future state, identifying key interdependencies, priorities and opportunities. This plan will identify and prioritize those activities that should be conducted within the next three (3) to 18 months.

- **Phase 4: Validation and Communication**

In this phase, Doculabs will aggregate its analyses into a final report. Once the report is finalized, Doculabs will conduct formal on-site presentations of the final report and its recommendations. Doculabs will present this information to the following groups of individuals:

1. **Department Heads/Directors.**
2. **Chief Deputies.**
3. **Half-day EDMS Workshop with Department CIOs/IT Directors.** This will entail a half-day meeting to present the strategy, discuss the technical details, and to answer questions.

### **CURRENT STATUS**

Since our last report, Phase I of the project has been completed, including the finalization of the Current State Assessment Report, required as the project's first major deliverable.

As mentioned above, the CIO engaged Doculabs to perform an analysis and to prepare a strategic directions document regarding the current state and future expansion of EDMS technologies throughout the departments and commissions of the County.

As a component of Phase I, the CIO provided documentation for Doculabs' review, including the results of its countywide survey of EDMS technologies, information concerning the records management initiative, and the County of Los Angeles Strategic Plan. In addition, the CIO provided the 2003-4 Business Automation Plan (BAP) for each County department. These BAPs are submitted to the CIO on an annual basis and present a summary of the plans of each department and commission concerning ongoing and future deployment of technology, and a statement of how that technology will assist that department in meeting its business goals.

Doculabs then conducted a series of onsite interviews with key individuals representing 27 major departments and commissions of County government. The objective of the interviews was to provide Doculabs with an understanding of each of these department's business objectives, assess its current processes, examine its existing infrastructure, and to identify potential opportunities for the deployment of EDMS technologies.

Interviews were conducted by two teams of Doculabs analysts, working with CIO staff, at the Kenneth Hahn Hall of Administration in Los Angeles, and in the offices of departments with headquarters at remote locations. Onsite interviews were conducted from October 29-31, from November 12-14, and on December 3, 2003.

Following these initial information-gathering sessions, Doculabs delivered its findings in a Current State Assessment for review and comment by the CIO and by each of the individual County departments and agencies interviewed. Doculabs then incorporated all revisions and corrections into the final version of the report, which is currently before this office for final review and acceptance.

The following quote is drawn from the Current State Assessment performed by Doculabs.

*"A large number of EDMS systems from a large number of different vendors have been implemented across the County. Doculabs found EDMS solutions from 25 different vendors implemented in the 27 different departments that were interviewed as part of this project. The software license, maintenance, support, and IT personnel costs involved in supporting and maintaining this number of different solutions from so many different vendors is clearly significantly higher than the costs of a consolidated strategy, which would involve a focused number of key vendors supported by a smaller number of IT staff."*

The assessment also highlights additional opportunities to employ a broad range of EDMS technologies and applications to address the business processes and needs of the varied County departments. The consultant will use the findings from their assessment in completing the subsequent phases of their engagement.

This project has now moved into Phase 2, development of a future state definition and a conceptual design for the deployment of EDMS technologies across the County. The project is making steady progress. The consulting research and report development should be completed by the end of March, as planned. The formal presentations of the findings and recommendations will be scheduled during the month of April 2004.

My office will continue to provide your Board with status reports at 60-day intervals until a final report is issued. If you have questions or require additional information, please contact me at (213) 974-2008, or in my absence, Jonathan Williams at (213) 974-2080.

JWF:EB:ygd

c: Michael J. Henry, Director, DHR  
David E. Janssen, CAO  
Conny McCormack, Registrar-Recorder/County Clerk  
Susan Toy Stern, Chief Deputy, DHR  
Raoul Freeman, Chair, Information Systems Commission